



from:  
Moscow, Russia  
129

to:  
London,  
United Kingdom  
N1 0AB

from:  
Zhengzhou, China  
450000

from:  
Guadalajara,  
Mexico  
44150

to:  
Halifax, Canada  
B3H 0A2

to:  
Sydney, Australia  
2000

from:  
Louisville, USA  
40215

December, 2018  
2020 Census Update



WE ♥ LOGISTICS®

# Scope of Comments

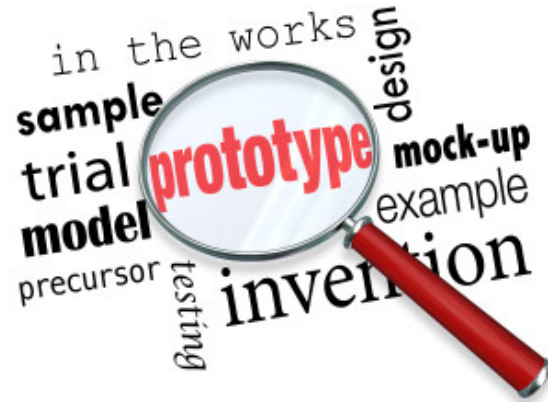
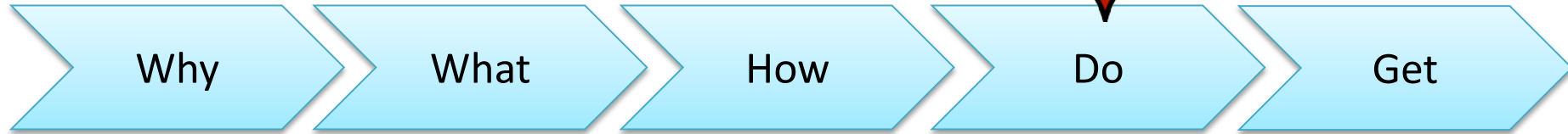
## Limited to System Development and Operations

- Project / Program Management
  - Scope Management
  - Schedule Management
  - Risk Management
- Development and Testing Status
- Results Estimation and Achievement

**There is a likelihood you already know this...**



# Project Stages



## Bridging the Gap



Successful Projects Navigate Through  
Why, What, and How



# Project Management - Project Stages



Why

What

How

Do

Get

Initiating

Planning

Executing,  
Monitoring,  
and Controlling

Closing

- Charter project
- Analyze stakeholders and plan communication

- Develop Work Breakdown Structure
- Assign resources
- Gather estimates
- Schedule

- Manage change
- Follow up on tasks and enforce schedule
- Manage risks and issues
- Manage scope
- Communicate
- Manage performance

- Lessons learned
- Handoffs
- Close project



At this stage, management of  
Scope, Schedule, and Cost is the focus



A 3D speech bubble graphic with a light gray body and a white tail pointing towards the bottom left. The words "GOOD" and "IDEA" are centered inside the bubble. "GOOD" is in a dark blue, bold, sans-serif font, and "IDEA" is in a bright orange, bold, sans-serif font.

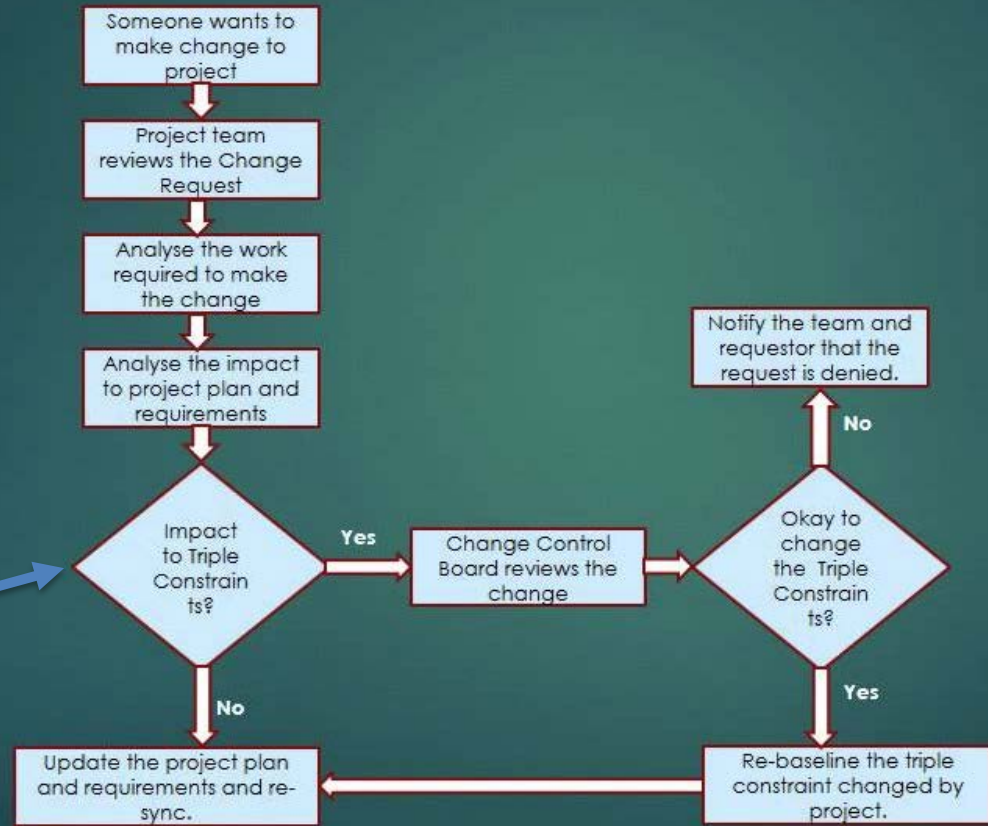
**GOOD  
IDEA**

**Not all good ideas should be pursued**





# Change Controls



Ensure a good change control process is in place

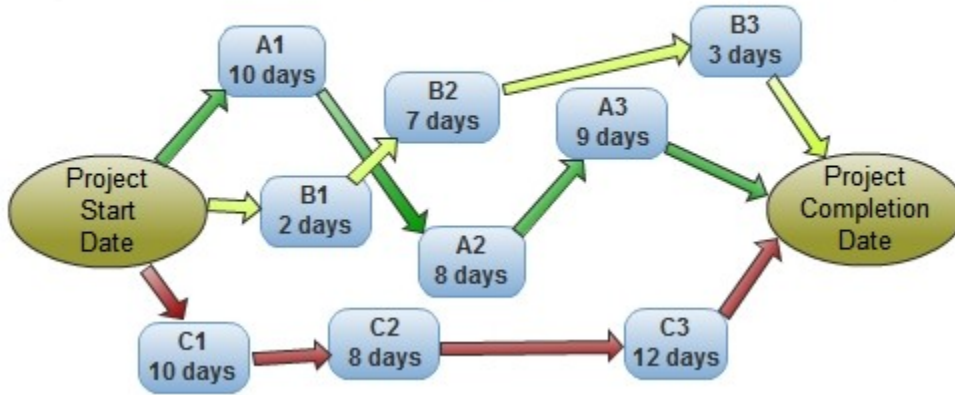


# What is the critical path?

## Where does slack exist?

Project = 30 days

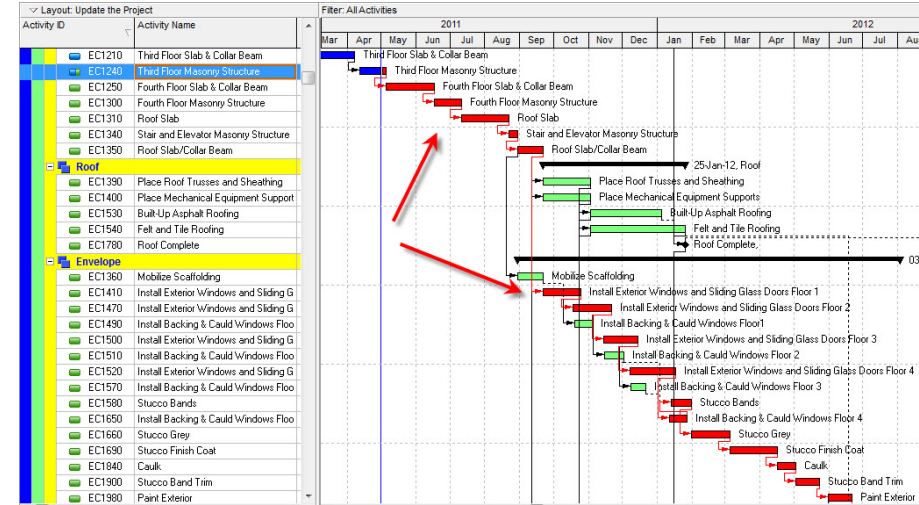
An example of activity network diagram with several paths on it



Yellow path = 12 days

Green path = 27 days

Red path = 30 days



# Tasks on critical path need special attention



## Is Earned Value used?

- How much work has been completed compared to what was planned?
- Are any late tasks on the critical path?

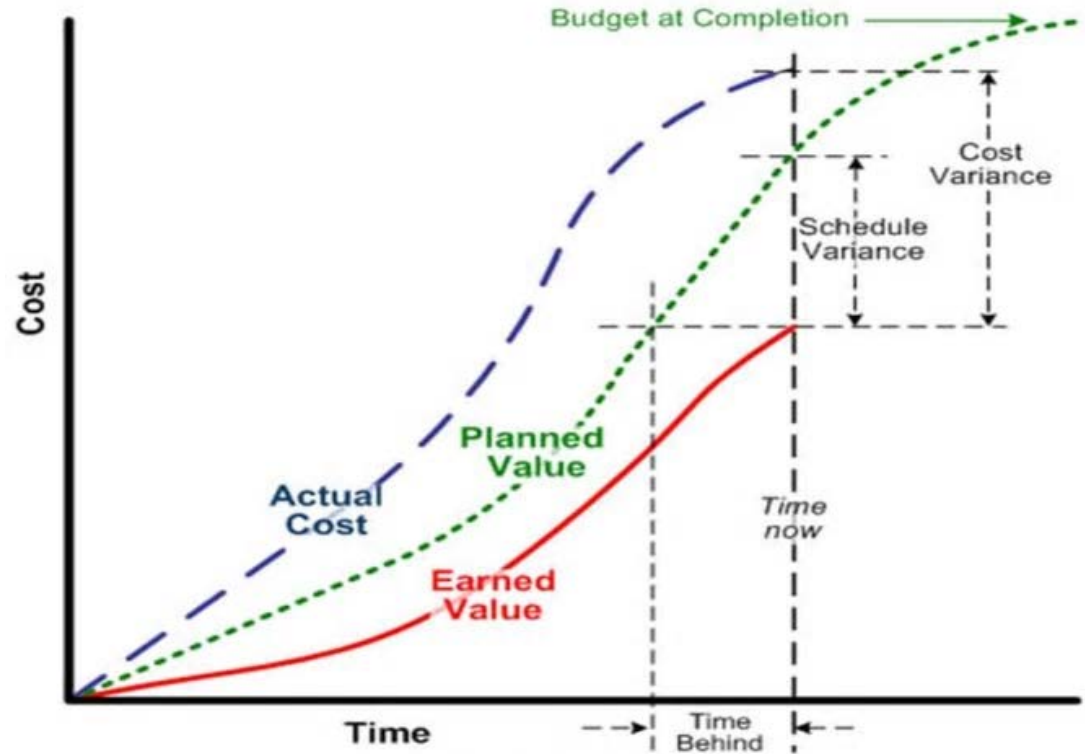


Fig. 1 Project's "S Curve"

Earned value will provide a leading indicator....





# What are the key risks?



Differentiate between risks, issues, and tasks



# Maintain a Risk log



- Description
- Probability
- Impact
- Trigger
- Mitigation Strategy

Risk Log

Reference	Description	Date	Likelihood	Impact	Risk Category	Countermeasure	Contingency	Owner
1	The main supplier cannot deliver on time because of other commercial commitments.	21/03/11	Likely	High	High	Include financial penalties in contract; build contingency into the schedule; monitor contractor performance.	Revise project schedule.	Annie Proulx
2	The lead time for the leased line exceeds 90 days.	21/03/11	Unlikely	Medium	Medium	Order line earlier than necessary; incur additional rental fees.	-	Jim Harrison
3	Release of the new system is delayed because user acceptance testing commences after planned start.	23/03/11	Very likely	High	High*	Build eight week contingency into schedule.	Employ temporary staff to free up resources for testing; revise project schedule.	Mark Spragg
4	There is insufficient capacity to create additional database instances for data migration and testing.	18/04/11	Very unlikely	Medium	Low	Give advanced notice; monitor SAN usage.	Prioritise projects; temporarily remove alternative development instance.	Jim Harrison
5	Load testing fails to identify problem prior to system release.	20/04/11	Unlikely	High	Medium	Phased introduction of new system users.	Manage system access; remove high-load features; initiate incident management process.	Kent Haruf

## Differentiate between risks, issues, and tasks





# System Readiness and Testing

- Identified system issues seem normal and reasonable for this stage
- Wherever possible automate test activities
  - Functional, including exception paths
  - Stress and performance
- Pay attention to time zone “witching hour”
- Have formal go / no go for “launch”



**Program quality shows up at this step**



# Are we on track for results?

- What are the critical KPI's?
  - Identify their value
  - Look for leading indicators
- How will they be measured?
- What does success look like?



**Keep the front line focused on what's important**





# Recommendations

- Closely manage change
  - All good ideas don't need to be explored
  - Ensure change control processes in place
- Evaluate / measure execution status
  - Know critical path
  - Consider Earned Value
- Manage Risk
  - Risks, issues, impact and mitigation should be communicated
- Automate as much functional, performance and stress testing as possible
- Determine and publish success metrics
  - Create appropriate metrics
  - Look at BOTH leading and lagging indicators





**The main thing  
is to keep  
the Main Thing  
the main thing.**

# Scope of Comments

- Limited to System Development and Operations
- Based on:
  - Pre-Read of Census Update
  - Previous discussions regarding CEDCaP
  - GAO August 2018 Report (GAO-18-655)



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In Every Large Project, Issues WILL arise

